

TALENT IN THE VUCA WORLD

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BUSINESS OUTLOOK

The talent crisis is no longer a problem of the future. It is here and **now** and is **threatening** business growth and economic prosperity.

Source: PWC Annual CEO survey, 2011



- 1 million workers PER YEAR will leave the Russian work force from 2012-2020
- Aging workforce; Baby Boomers **retiring in droves**
- **Critical shortage** of 35-50 years old to replace Baby Boomers
- **Pace of change** in market place (uncertain future)
- Changing business landscape requires **new skills**

THE NEW NORMAL...



2008-9 GLOBAL FINANCIAL CRISIS



Volatility—The nature, speed, volume, magnitude, and dynamics of change

Uncertainty—The lack of predictability of issues and events

Complexity—The confounding of issues and the chaos the surround any organization

Ambiguity—The haziness of reality and the mixed meanings of conditions

<http://www.youtube.com/watch?v=KJqCPFzq6kU>

VUCA

VOLATILITY: THE RATE OF CHANGE

- Peter Vaill describes the rate of change as the *White Water*

Incoming Chief Takes On a Sony That Is a Shadow of Its Former Self

But the global economic crisis, which hurt Japanese exports and caused a severe recession in Japan, has helped foil a comeback at Sony. The earthquake and tsunami in Japan last March disrupted production at 10 Sony plants in the northern part of the country and severed vital supply chains. Severe flooding in Thailand, a manufacturing hub, also curtailed production last year, and a stubbornly strong yen continues to hurt Sony's competitiveness overseas.

Those woes knocked Sony to a net loss of ¥159 billion in the last three months of 2011. The

- Futurists estimate that the world will change every 18 months or less

UNCERTAINTY: PRESENT SITUATIONS AND FUTURE OUTCOMES

- Compl
- Incom

Egyptians Unleash Fury Over Soccer Melee

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COMPLEXITY

MULTIPLICITY OF KEY DECISION FACTORS

- System complexity
 - Cause and effect relationships with multiple causes and diverse effects
 - Many-linked cause and effect relationships
 - Second order effects, third order effects
 - Time Lag effects in systems
- ... especially



AMBIGUITY

LACK OF CLARITY ABOUT THE MEANING OF AN EVENT

- Ambiguous situations
- Multiple
- System of meaning
- Uncertain situation
- Intention

U.S. Jobless Rate Falls to 3-Year Low, Report Shows



"You have an interesting situation where you have some permanent part-time workers," said John Silvia, chief economist at Wells Fargo. "These people are in jobs and the jobs are not likely to become full-time." He added: "That's just a new flavor of the labor market."



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SO HOW DO WE FIGURE THIS OUT?

*So, Russia is a stable,
simple, clear,
predictable business
environment, right???*



WHEN VUCA IS THE NAME OF THE GAME



DON'T LET THE VUCA БУКА GET YOU!

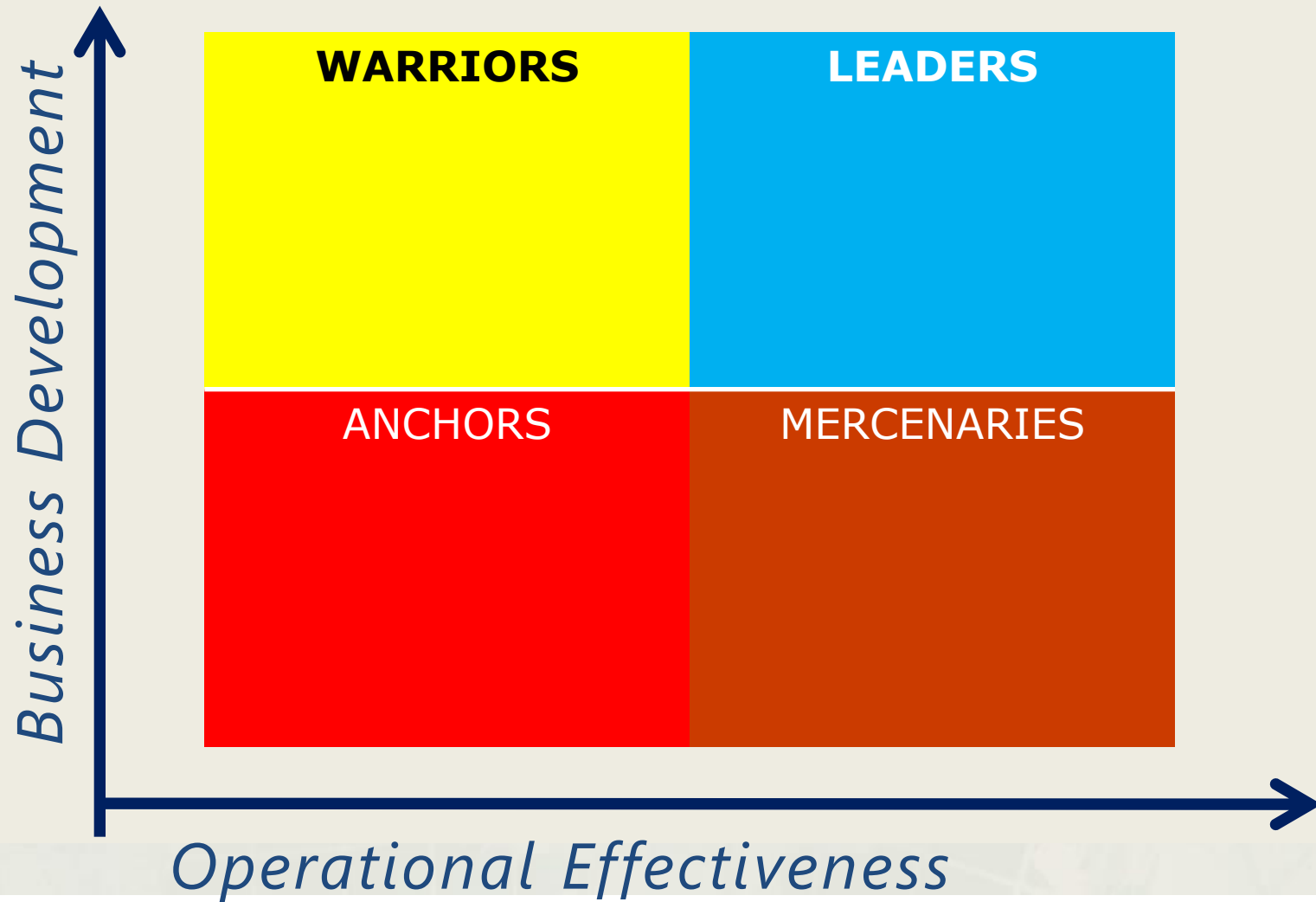


WHEN VUCA IS THE NAME OF THE GAME

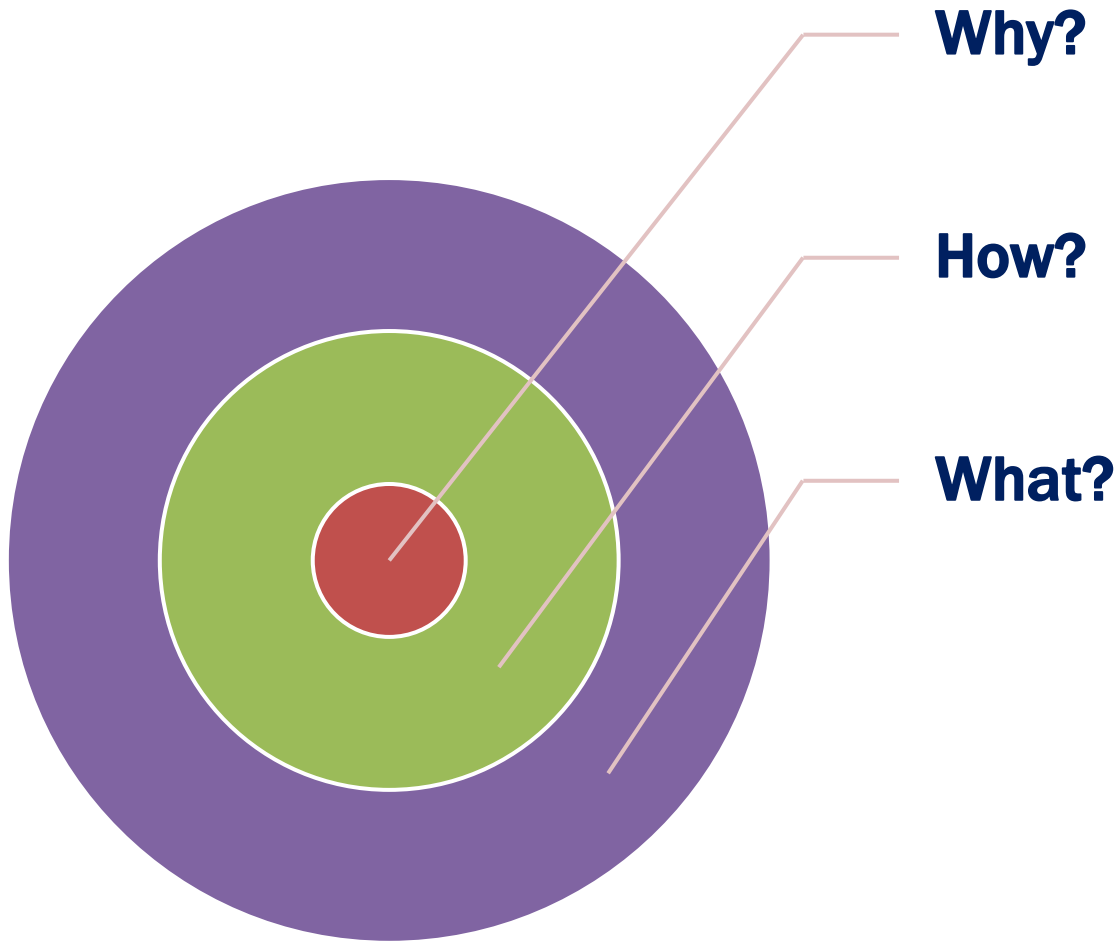
WHAT IS YOUR STRATEGY?

AND WHAT DO YOU NEED TALENTS FOR?

WHO ARE YOU LOOKING FOR?



HOW TO ATTRACT RARE BIRDS?



**“All the
models are
wrong, but
some of
them are
useful...”**

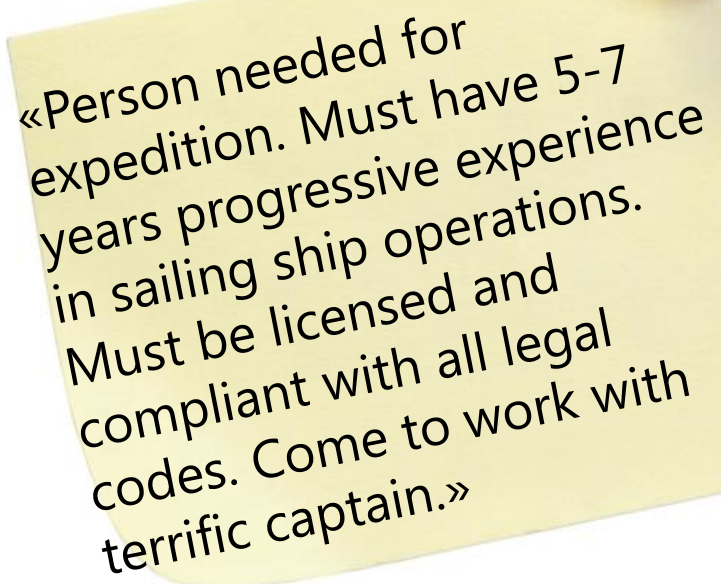
SIR ERNEST SHACKLETON



- Arranged and led three British expeditions to Antarctic
- in 1914 lead **Imperial Trans-Antarctic Expedition**
- Disaster struck this expedition when its ship, *Endurance*, became trapped in pack ice and was slowly crushed
- **Not a single team member died, all the team returned safely**

HOW DID SHACKLETON HIRED HIS TEAM?

Every recruitment ad:



«Person needed for expedition. Must have 5-7 years progressive experience in sailing ship operations. Must be licensed and compliant with all legal codes. Come to work with terrific captain.»

Real recruitment ad:

- «Men needed for dangerous adventure. Rewards include low wages, intolerable cold, long months of complete darkness, constant danger, and no guarantee of safe return. In case of success, glory and recognition is guaranteed.»

REMEMBER WHY? HOW? WHAT?

WARRIORS

LEADERS

ANCHORS

MERCENARIES



START WITH WHY?

